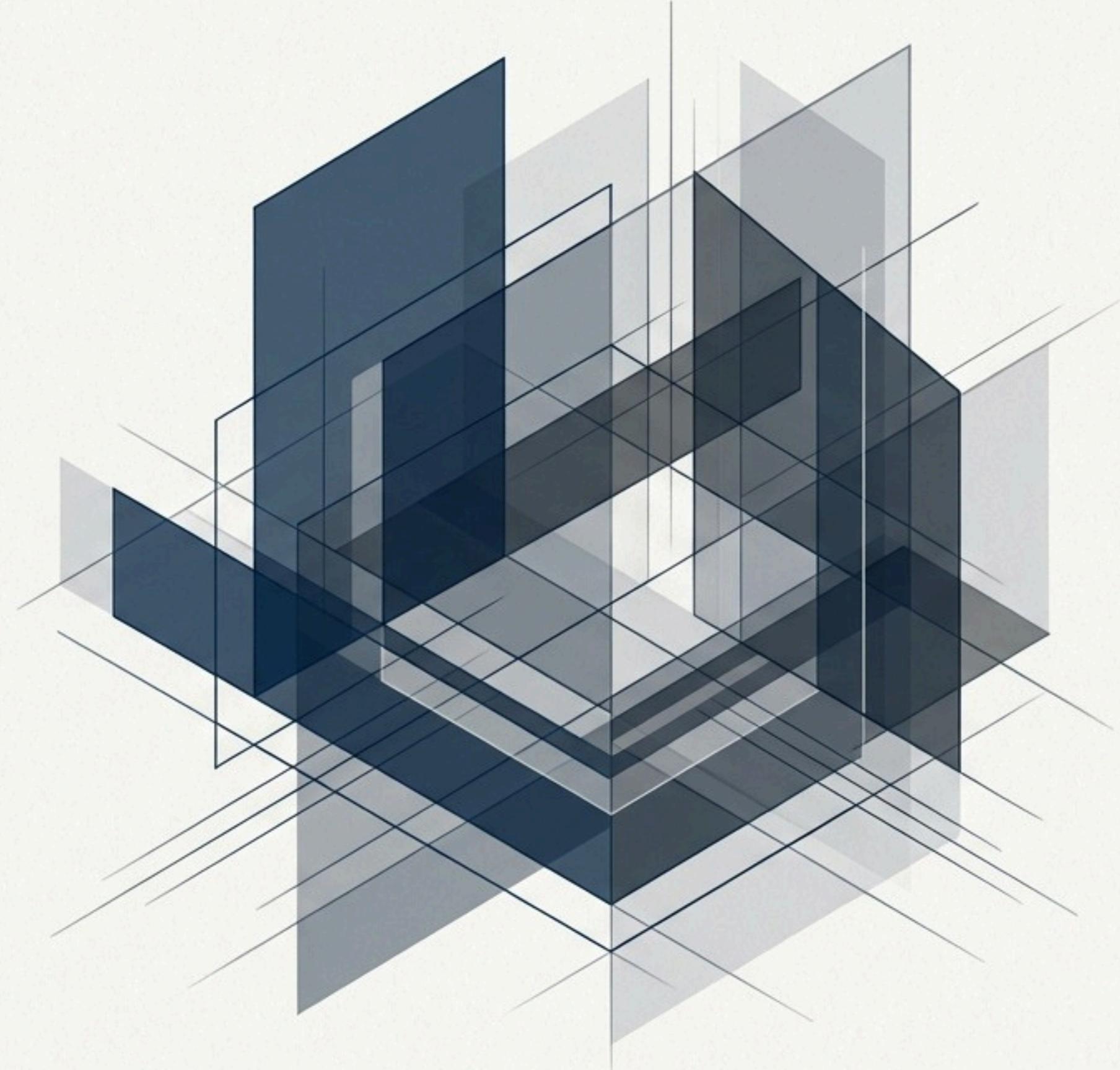


Unlocking Value at [REDACTED]

A Strategic Analysis of Two
Global Workforce Models for
Post-Acquisition Growth



The Recommended Path: A Phased Hybrid Strategy to Maximize Value

Our Recommendation



We recommend a two-phase approach: deploy a **Labor Specialization** model in Year 1 to fuel growth and build cultural buy-in, then layer in a **Remote Replacement** model through natural attrition in Year 2+ to capture cost efficiencies

Plan 1: Remote Replacement



Offers **\$1.0M-\$1.2M** in direct annual cost savings, creating **\$4M-\$7.2M** in enterprise value.

Plan 2: Labor Specialization



Requires a **~\$1.5M** investment to unlock **\$4M-\$6M** in additional production capacity.

This hybrid model minimizes integration risk while capturing the upside of both margin expansion and top-line growth.

[REDACTED]: A Strong Platform with an Optimization Opportunity



Run-Rate Revenue

\$48.6M



Locations

16 [REDACTED]



Total Headcount

397 Employees



Run-Rate Adj. EBITDA

\$5.2M

[REDACTED] has invested heavily in corporate infrastructure to support its acquisition strategy. This infrastructure, while robust, carries significant labor costs that can be optimized without impacting its core value proposition of [REDACTED]

The Global Workforce Has Evolved Beyond Call Centers

Today's global talent market provides access to highly skilled professionals across all functions—**finance**, marketing, operations, and more. **The arbitrage is about geography, not a compromise on quality.**

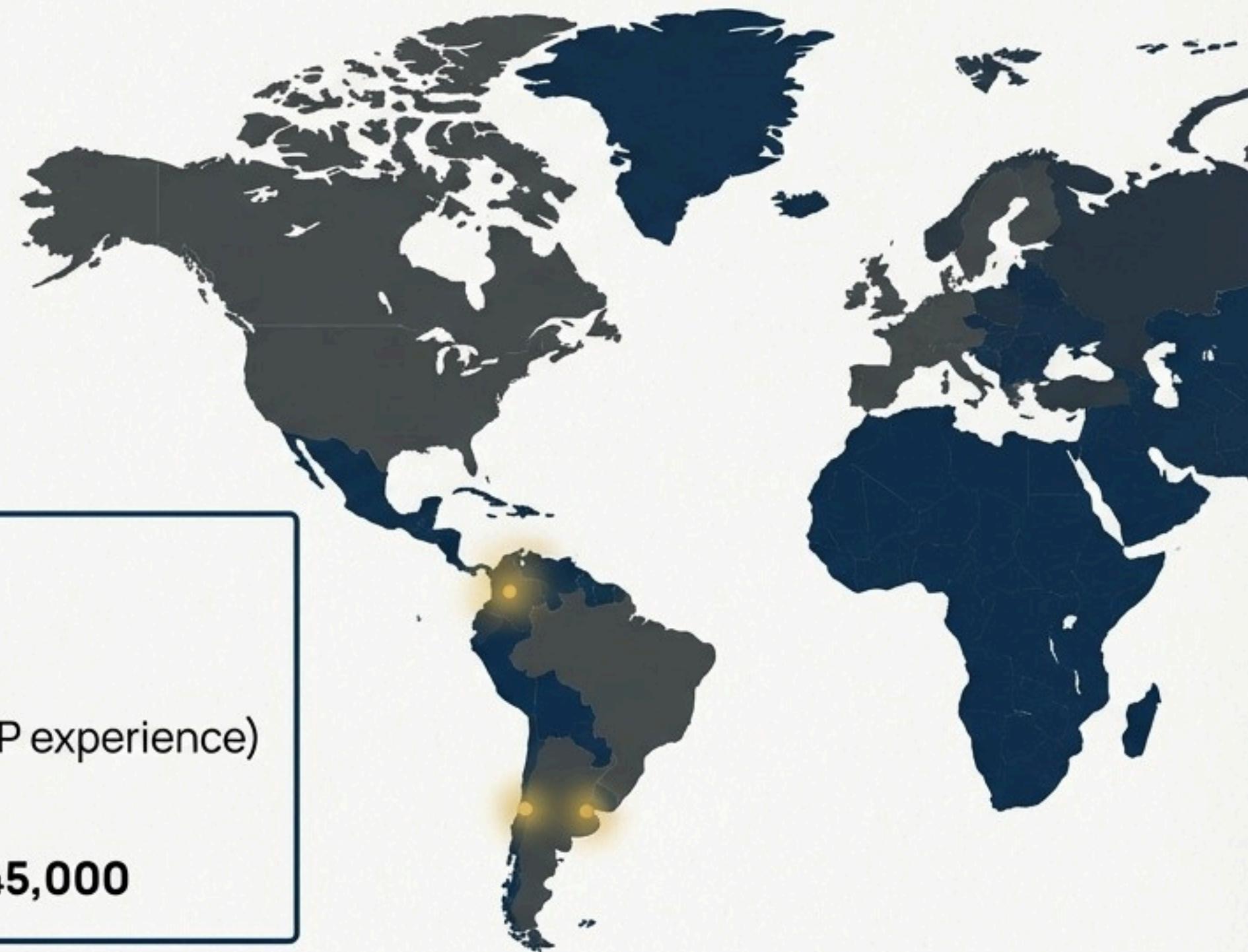
A Concrete Example

Key Talent Hubs

Role: Senior Accountant (CPA-equivalent, U.S. GAAP experience)

U.S. Fully-Loaded Cost: **\$85,000–\$110,000**

Bogotá, Colombia Fully-Loaded Cost: **\$35,000–\$45,000**



A Business of Two Halves: Physical Craft vs. Digital Knowledge Work

Cannot Be Relocated

The [REDACTED] and [REDACTED] and specialized equipment. This is [REDACTED] core value.

251 Technicians

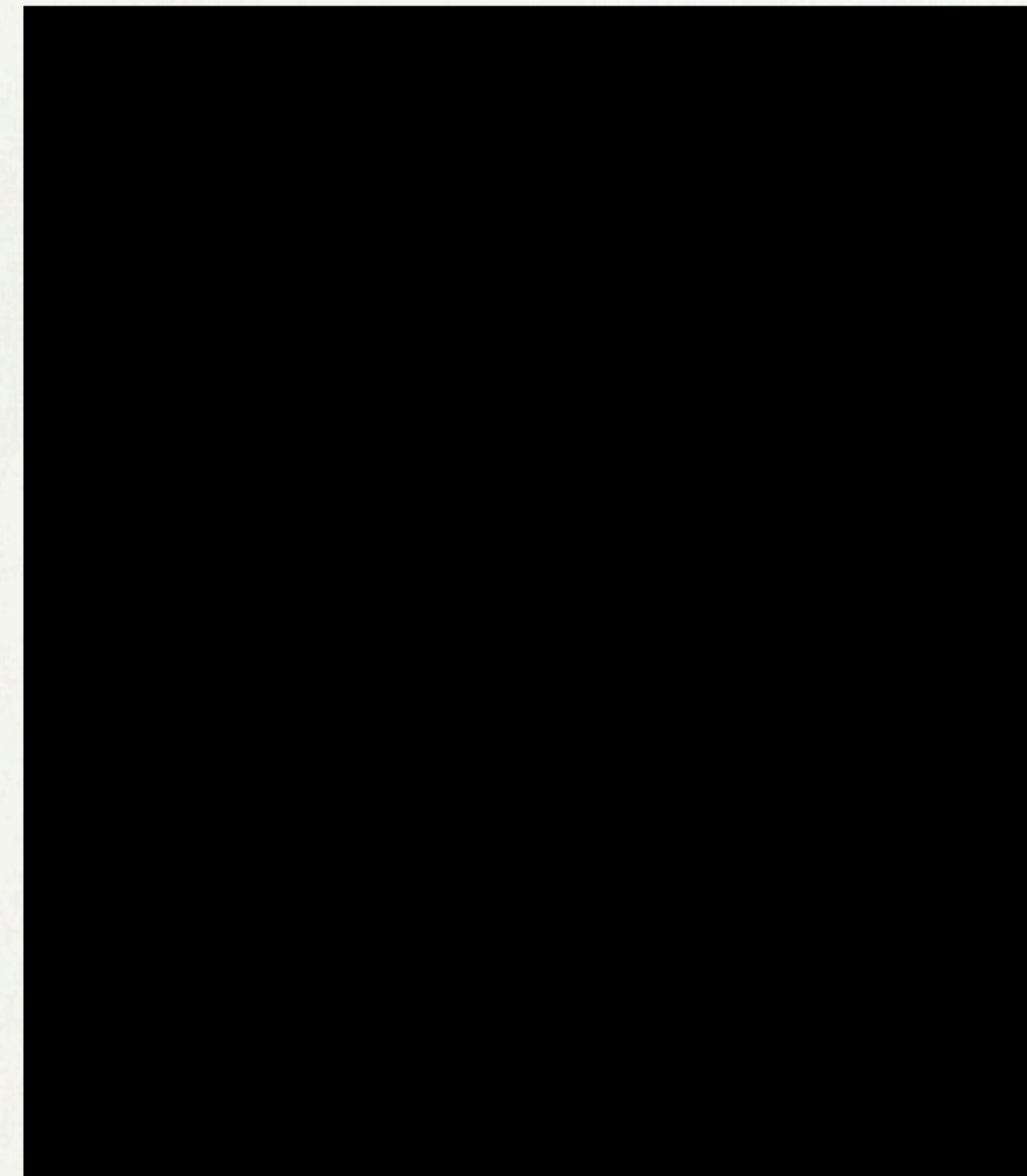
Can Be Performed Anywhere

Customer service, case coordination, digital design, accounting, and marketing require computers, not physical presence. This is the optimization opportunity.

146 Employees



A Fork in the Road: Two Distinct Paths to Value Creation



Plan 2: Labor Specialization

Objective: Accelerate Top-Line Growth.

Mechanism: Augment the existing U.S. team with global support to increase capacity and output.

Plan 1: Remote Replacement

Objective: Drive Margin Expansion.

Mechanism: Systematically transition eligible roles to capture direct labor cost savings.

Path 1: Driving Efficiency Through Remote Replacement

A Detailed Analysis of the Direct Cost Savings Model

Plan 1 Objective: Capture Savings from Overbuilt Infrastructure

Objective

Systematically transition eligible administrative and support roles to a global workforce, reducing fully-loaded labor costs by **~65%** on targeted positions.

Strategic Rationale

[REDACTED] current infrastructure was built to support a much larger platform. This plan right-sizes the cost structure for its current scale by delivering well-defined, measurable functions more efficiently through global talent.

Key Insight

This is not about cutting vital functions, but about delivering existing functions at a globally competitive cost.

Plan 1 Mechanics: A Function-by-Function Transition

Customer Service (21 Positions)

Current State

21 U.S. reps at ~\$60k fully-loaded.

Recommended Transition

Retain 5-7 senior U.S. reps for escalations.
Transition 14-16 roles to a Latin American
team for time zone alignment.

Estimated Annual Savings:
\$350,000-\$450,000

Data Specialists (8 Positions)

Current State

8 U.S. specialists managing digital case files.

Recommended Transition

Retain 2 U.S. leads for quality control.
Transition 5-6 roles to a global team.

Estimated Annual Savings:
\$150,000-\$200,000

Plan 1 Mechanics: A Selective and Strategic Approach

Accounting & Finance (4 Positions)

Action: Retain CFO and 1 senior accountant. Add 2 global professionals (AP/AR, staff accountant).

Impact: *Increases* finance capacity while delivering **\$100,000-\$150,000** in savings.

Marketing (2.5 Positions)

Action: Retain Director for strategy. Transition execution (content, campaigns) to 2 global specialists.

Impact: **\$80,000-\$120,000** in savings.

Ops, HR, & Front Office (29 Positions)

Action: Selectively transition 8-10 roles with computer-based duties (e.g., route scheduling, vendor comms).

Impact: **\$250,000-\$350,000** in savings.

Plan 1 Financial Summary: A Direct \$1.1M Path Path to EBITDA Accretion

Function	Current (US)	Post-Plan (US/Global)	Annual Savings
Customer Service	21	6 / 14	\$350K-\$450K
Data Specialists	8	2 / 5	\$150K-\$200K
Acct. & Finance	4	2 / 2	\$100K-\$150K
Marketing	2.5	1 / 2	\$80K-\$120K
Ops/HR/Front Office	29	20 / 8	\$250K-\$350K
Total	64.5	31 / 31	\$1.0M-\$1.2M

At \$5.2M run-rate Adjusted EBITDA, this
represents a **19-23% EBITDA accretion.**

Translating Savings into Enterprise Value

**(\$1.0M – \$1.2M
Annual EBITDA
Improvement)**



**(4.0x – 6.0x
Acquisition
Multiple)**



\$4.0M – \$7.2M in Enterprise Value Creation
Enterprise Value Creation

This operational improvement alone can generate a significant return on the investment.

Path 2: Fueling Growth Through Labor Specialization

An Analysis of the Capacity Expansion Model

Plan 2 Objective: Make Every U.S. Employee More Productive

Objective

Retain all existing U.S. employees while deploying global support staff to increase output, improve quality, and enable domestic workers to focus on their highest-value activities.

Strategic Rationale

This approach treats global talent as a force multiplier, not a substitute. It addresses the organizational disruption inherent in a replacement model by focusing on augmentation.

Core Premise

Every employee spends time on tasks below their skill level. We can reclaim that time and convert it into revenue-generating output.

Plan 2 Mechanics: Building a Support Infrastructure

Program A: Executive Support for █ Leadership

Intervention



Provide each of the 8 █ with a dedicated remote Executive Assistant/Operations Coordinator.

Outcome



Frees █ from administrative tasks (est. 40-50% of their time) to focus on production oversight, technician development, and █ relationships.

Program B: Technician Support Infrastructure

Intervention



Create centralized global teams for Digital Pre-Processing, Documentation, and Case Coordination.

Outcome



Technicians receive "ready to design" cases and are freed from non-production tasks, enabling a **15-25% increase in output per technician.**

Plan 2 Mechanics: Accelerating Commercial Operations

Program C: Sales Acceleration Support



Intervention

Create global SDR and Sales Operations teams to handle lead qualification, CRM management, and quote preparation.

Outcome

Field reps' time in revenue-generating activities increases from ~45% to **80%+**.



Program D: Tiered Customer Service Model



Intervention

Add a global Tier 1 team to handle routine inquiries (case status, shipping).

Outcome

Frees the 21 existing domestic reps (Tier 2) to focus on complex issues and high-value account management.



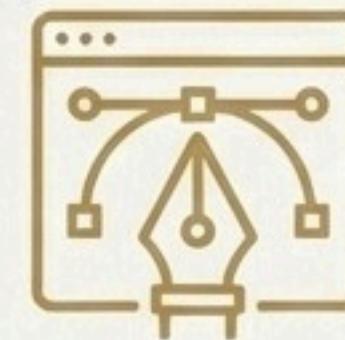
Plan 2 Unlocks Capabilities █ Cannot Currently Afford

Beyond support, global talent makes new strategic functions economically viable.



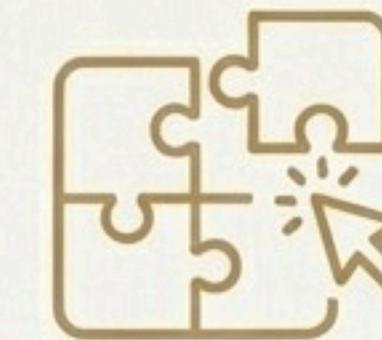
Centralized Quality Assurance Team

To standardize quality across 16 █ and maintain a <2.5% remake rate.



Marketing Content Team

To execute ongoing digital marketing and support brand initiatives.



M&A Integration Support Team

A critical capability to support the roll-up strategy by assisting with pipeline research, diligence, and post-acquisition onboarding.

Plan 2 Investment & Return: Trading Cost for Capacity

The Investment

Total Annual Investment

\$1.4M – \$1.7M

Total Global Headcount Added

48-62

The Return

The investment thesis is capacity expansion.

A 20% productivity improvement from the Technician Support program alone unlocks

\$9.7M in additional production capacity
($251 \text{ technicians} \times \$193,600 \text{ avg. revenue} \times 20\%$). 

Capturing even half of that unlocked capacity

represents **\$4.8M** in potential revenue
on a ~\$500k program investment. 



The Recommended Path: A Phased Hybrid Strategy

Combining the Best of Both Models to
Maximize Value and Minimize Risk

Plan 1 vs. Plan 2: A Direct Comparison

Metric	Plan 1: Remote Replacement	Plan 2: Labor Specialization
Objective	Direct Cost Savings	Capacity Growth
Annual Investment	~\$0	~\$1.5M
EBITDA Impact	+\$1.1M (Direct Savings)	+\$4-6M (Potential from Growth)
Primary Risk	Organizational Disruption / Morale	Execution Complexity / ROI Lag
Core Benefit	Immediate Margin Expansion	Long-Term Top-Line Growth

The Optimal Approach: A Sequence Designed for Success

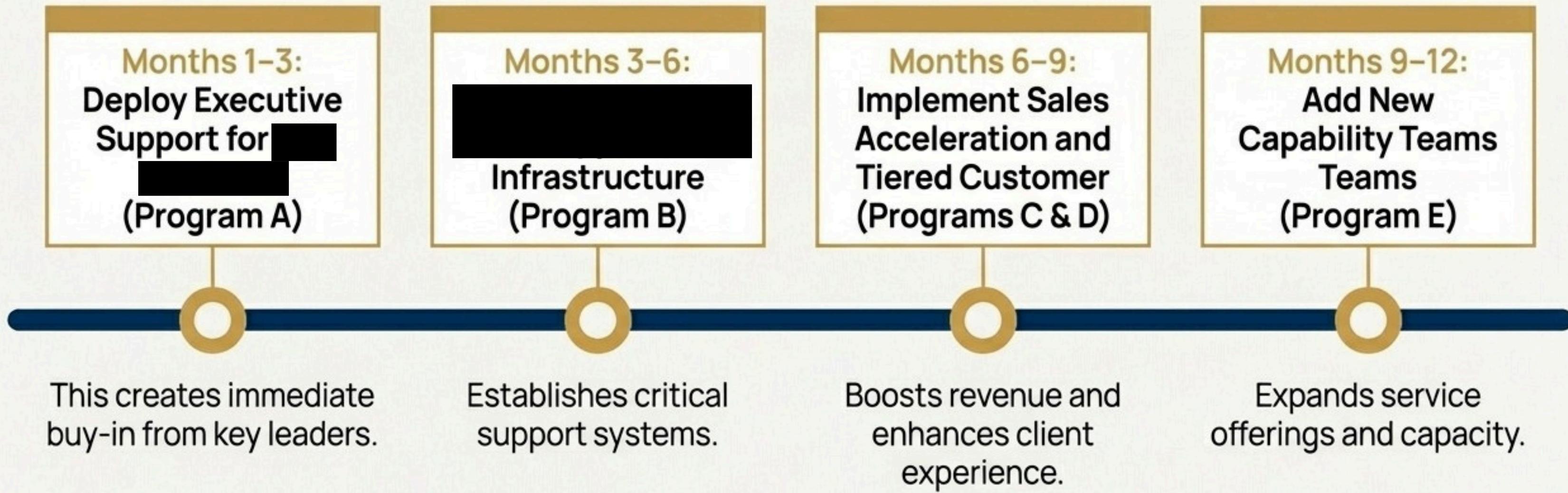
This phased approach captures the benefits of both models while using the initial phase to mitigate the risks of the second.



Year 1 (Specialization): Stabilizes operations, proves the value of global talent to the existing U.S. workforce, and builds the necessary infrastructure.

Year 2+ (Replacement): Layers in cost savings through a non-disruptive, attrition-based model once cultural acceptance is achieved.

The Roadmap: Year 1 – Building the Foundation for Growth



****Year 1 Investment**: \$1.4M-\$1.7M**

****Expected Outcome**: Measurable productivity gains, enhanced service, and workforce stability.**

The Roadmap: Year 2+ – Capturing Efficiency Through Attrition

Once the global infrastructure is proven and accepted, shift from augmentation to optimization.

Mechanism

- When an administrative position opens via resignation or retirement, evaluate it for a global replacement instead of a domestic backfill.
- Do not conduct active layoffs, preserving workforce morale.

Expected Outcome

A gradual capture of **\$500K-\$800K** in annual cost savings, funding continued investment and driving margin expansion without cultural disruption.

Proactively Mitigating Key Risks



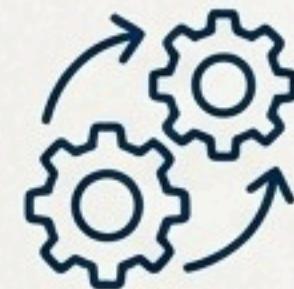
Cultural Resistance

Frame as “support,” not “replacement.”
Ensure technician roles are explicitly secure.
Communicate early and often.



Quality Concerns

Establish clear KPIs before launch.
Implement robust training and create rapid escalation paths for any issues.



Integration Complexity

Start with functions that have clear, objective processes. Build institutional knowledge before tackling more nuanced roles.



“Made in USA” Positioning

Emphasize that 100% of physical production remains domestic. Global talent supports administrative functions only, leaving the core marketing message intact.

Beyond █: A Repeatable Playbook for Platform Growth

The global talent strategy developed for █ is not a one-off solution. It is a systematic playbook for value creation.

Strategic Vision

- The █ industry is fragmented with aging owners, ensuring continued M&A opportunities.
- Each new add-on acquisition can be integrated into this global support infrastructure.
- This creates a scalable, repeatable process for driving operational improvements and EBITDA growth across the entire █ platform.

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